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Delta Protection Commission

Vision 2020 Strategic Plan

DRAFT

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MESSAGE FROM THE COMMISSION CHAIR

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MESSAGE FROM THE EXECUTIVE DIRECTOR

Placeholder: description of Strategic Plan structure

- Vision – arising from Commission leadership
- Mission – reliant on statute (?)
- Initiative Areas (1-9) – describe how developed; priorities identified by Commissioners in collaboration with Delta residents and Commission staff
- Goals – (A, B, C, etc.) - definition
- Objectives – (i, ii, iii, etc.) -definition -
- Annual Implementation Plans – Additional project-specific detail outside the scope of this Strategic Plan

TWO DECADES OF PROTECTING THE DELTA

The Sacramento-San Joaquin Delta, the complex confluence of the Sacramento and San Joaquin rivers and their tributaries, drains the extensive watershed of California's Sierra Nevada range and creates the only inland estuary on the west coast of the Americas. Emptying through the narrow Carquinez Strait into San Francisco Bay and the Pacific Ocean beyond the Golden Gate, for thousands of years it was a vast riparian floodplain, inundated regularly with the changing of the seasons and the ebb and flow of tides.

In less than two hundred years - a nanosecond in geological time – European settlers have dramatically changed the landscape. Dredging, planting, and building, Californians have created a unique and boundlessly valuable region of waterways, productive fields and crucial habitat for hundreds of species of native and transitory wildlife. This estuary, jeweled with communities rich in history and ethnic diversity, preserves in one place the drama of the great technological and cultural changes of the nineteenth and twentieth centuries. The story of the Delta is the story of human habitation, adaptation and ingenuity, compressed into just over a thousand square miles.

Both the Delta Protection Act of 1992 and SB7X-1 (commonly known as the "Delta Reform Act of 2009") affirm that the Delta "is a natural resource of statewide, national, and international significance, containing irreplaceable resources, and it is the policy of the state to recognize, preserve, and protect those resources of the delta for the use and enjoyment of current and future generations." (Public Resources Code 29701)

Since its inception, the Delta Protection Commission has been charged with that responsibility.

History Timeline of the Delta Protection Commission

Prior to 1992

- 1959 – Water Code Section 12220 establishes the Legal Delta boundaries.
- 1972 – The Delta Advisory Planning Council (DAPC), a regional planning council, is established through legislation (?) to coordinate the activities of local governments, maintain a comprehensive plan, and strengthen participation in state and federal planning.

Delta Protection Act

- 1992 – The Delta Protection Act establishes the Delta Protection Commission (Commission) to develop a comprehensive land management plan for the Primary Zone of the Delta. The Commission replaces the DAPC.
- 1995 – The Commission adopts the Land Use and Resource Management Plan.
- 1996 – The Legislature extends the Commission's original sunset date from January 1, 1997 to January 1, 1999.
- 1998 – The Legislature extends the Commission's sunset until January 1, 2010, in order to provide continued oversight of land use changes in the Primary Zone, due to continued urbanization pressures in the Secondary Zone.

The Early 2000s

- 2001 – The Nature Conservancy acquires 9,200 acre Staten Island to permanently protect wildlife – friendly agriculture. The Commission advocates for the importance of developing a long-term strategy to protect agriculture on Staten Island.
- 2002 – The U.S. Department of Food and Agriculture designates the Legal Delta a State Conservation Priority Area for the Federal Conservation Reserve Enhancement Program, making funding opportunities available for enhancing habitat and water quality as part of agriculture on private lands.
- 2002 – The Commission participates in the Delta Dredge Reuse Strategy and Technical Advisory Panel to develop a strategy for reused materials, for incorporation into the CALFED program.
- 2003/04 – The Legislative Analysts' Office recommends elimination of the Delta Protection Commission. After a year of public hearings, the Legislature recognizes the Commission's continued role in the region and maintains its jurisdiction and authority unchanged.
- 2005 – In the aftermath of Hurricane Katrina, there is heightened attention to flood protection and water conveyance at the local, State and federal levels for the Delta region.

The 2006-2011 Strategic Plan

- 2006 – The Commission initiates an Abandoned Vessel Discussion Group.
- 2006 – Senator Tom Torlakson's Senate Bill 1556 passes, establishing the Great California Delta Trail.
- 2006 – Assemblywoman Lois Wolk's Assembly Bill 797 passes, affirming the importance of the Commission's role, strengthening its membership, increasing its appeal authority, and adding tools to facilitate long-term agricultural land conservation.
- 2007 – The Commission adopts a Strategic Plan and articulates the role of the Delta Protection Commission as the "voice for those who live, work and play in the Delta."
- 2007 – Clarksburg Sugar Mill Development Appeal – Clarksburg Land Use Decision plays a pivotal role in demonstrating the strength of the Land Use and Resource Management Plan and the Commission's Appeal Authority.
- 2008 – The Commission introduces the concept of establishing a National Heritage Area in the Delta.

Delta Reform Act

- 2009 – The Legislature passes the Delta Reform Act, which reaffirms and modifies the Commission's role, establishes the Delta Stewardship Council and creates the Sacramento-San Joaquin Delta Conservancy.
- 2010 – Pursuant to the Delta Reform Act, the Commission holds a seat on the seven-member Delta Stewardship Council and as sits as Liaison Advisor on the Board of the Delta Conservancy; initiates the Economic Sustainability Plan; and pursues a proposal to "protect the unique values of the Delta as an evolving place".
- 2012 – The Commission adopts the Economic Sustainability Plan, which is largely incorporated into the Delta Stewardship Council's Delta Plan.
- 2012 – The National Parks Service and Commission recommend National Heritage Area status to Congress to protect the unique values of the Delta.
- 2013 – The Commission declares and establishes "Delta Flood Preparedness Week," an awareness campaign providing residents with flood preparedness tools and resources.
- 2013 – The Commission completes the Evapotranspiration Study to identify new tools for more efficient reporting of beneficial uses of agricultural water and Delta agricultural water user efficiency requirements.
- 2013 – The Commission initiates the Eastern Region Delta Trail Blueprint Report for Sacramento, San Joaquin and Yolo Counties.
- 2013 – Partnering with the Delta Conservancy, the Commission initiates a Delta Awareness Campaign to educate Californians on the value of the Delta.
- 2013 – The Commission celebrates 20 years of protecting the Delta.

**The Land Use Resource Management Plan (LURMP)
and the Economic Sustainability Plan (ESP)**

Throughout Vision 2020, reference will be made to these landmark planning documents, which direct and inform the land use and economic sustainability activities of the Delta Protection Commission. These are the tools that have protected and served the Delta in the past, and the Commission will continue to rely on them for significant direction in the future, helping the Commission to preserve and enhance the Delta's precious resources for generations to come.

Land Use Resource Management Plan (LURMP)

The Delta Protection Act requires the Delta Protection Commission to prepare, adopt, review, and maintain a comprehensive long-term resource management plan for land uses within the Primary Zone. The plan describes the needs and goals for the Delta, and presents a statement of the policies, standards, and elements of the plan. All local governments are required to submit proposed amendments to their general plans to the Delta Protection Commission, to ensure that local government general plans are consistent with the Commission's plan. The plan applies to land uses, not to water supply or water quality, and generally addresses local government issues and actions, not those of state or federal agencies. Local government actions may be appealed to the Delta Protection Commission for review of consistency with the land use plan.

Economic Sustainability Plan

The Delta Reform Act of 2009 established the following guidelines for the Economic Sustainability Plan:

The economic sustainability plan shall include information and recommendations that inform the Delta Stewardship Council's policies regarding the socioeconomic sustainability of the Delta region. The economic sustainability plan shall include, but not be limited to, all of the following:

1. Public safety recommendations, such as flood protection recommendations.
2. The economic goals, policies, and objectives in local general plans and other local economic efforts, including recommendations on continued socioeconomic sustainability of agriculture and its infrastructure and legacy communities in the Delta.
3. Comments and recommendations to the Department of Water Resources concerning its periodic update of the flood management plan for the Delta.
4. Identification of ways to encourage recreational investment along the key river corridors, as appropriate.

MISSION STATEMENT

“Committed to the Protection and Health of the Delta”

We protect, maintain, enhance and restore the
overall quality of the Delta environment and economy.

We do this with a focus on agriculture, recreation and natural resources,
while remaining mindful of the importance of the Delta to all Californians.

Sidebar with quote from the Delta Protection Act:

“The Legislature further finds and declares that the basic goals of the state for the Delta are the following:

(a) Achieve the two coequal goals of providing a more reliable water supply for California and protecting, restoring, and enhancing the Delta ecosystem. The coequal goals shall be achieved in a manner that protects and enhances the unique cultural, recreational, natural resource, and agricultural values of the Delta as an evolving place.

(b) Protect, maintain, and, where possible, enhance and restore the overall quality of the Delta environment, including, but not limited to, agriculture, wildlife habitat, and recreational activities.

(c) Ensure orderly, balanced conservation and development of Delta land resources.

(d) Improve flood protection by structural and nonstructural means to ensure an increased level of public health and safety.”

(Public Resources Code 29702).

VISION STATEMENT

Valuing the needs of the Delta as well as the needs of the State is fundamental to achieving the Delta Protection Commission's vision: the ideal synthesis of cultural, ecological and agricultural values in a sustainable, healthy, and celebrated way of life.

By 2020 the Delta will be recognized and enjoyed as a prime leisure destination, agriculture and its support services will thrive, and unique "Delta as Place" values will be embraced statewide, nationally and worldwide.

By 2020, the Commission will lead Delta interests in developing a water solution for California that ensures water supply reliability to both Delta and outside-of-Delta interests.

The Commission works to expand and enrich the Delta economy. Protection and enhancement of commercial agriculture in the Delta is essential to the economic sustainability of the Delta as a globally-important source of food production.

The Commission advocates for the safety and prosperity of the Delta by supporting necessary maintenance and improvements for Delta levees and roads, and is committed to furthering implementation of effective emergency response planning and preparedness throughout Delta communities.

The Commission will secure funding for the Delta Investment Fund, advance investments in Delta communities, and maintain a winning track record obtaining grants, developing partnerships and gaining legislative support for Commission objectives.

The Commission, through its strong relationships with Delta stakeholders and Capitol interests, is in a powerful position to promote, educate and advocate for Delta interests. Commission members will continue to deliver balanced, effective and trusted leadership of Delta interests to supporters and opponents alike, aided by dedicated, professional Commission staff.

PROGRAMMATIC INITIATIVES

Throughout the modern history of the Delta, its residents have faced the same challenges:

- How to manage too much water, or not enough of the right quality water.
- How to meet the needs of some without ignoring the needs of others
- How to keep homes and property safe

For more than 20 years, the Delta Protection Commission has been a catalyst for identifying and implementing solutions for these challenges and others, adapting to emerging issues with its focus always on protecting the unique values of the Delta.

The strategic Initiatives for Vision 2020 have been identified based on the Commission's commitment to protecting these unique values. The Initiatives are supported by legislative mandates of the Delta Protection Act and Delta Reform Act of 2009, as well as the recommendations and directives of the Commission's Land Use and Resource Management Plan and Economic Sustainability Plan, and the Delta Stewardship Council's Delta Plan.

INITIATIVE 1: WATER

Water is the lifeblood of the Delta. The Delta Protection Commission seeks a reliable water supply for the Delta while remaining mindful of California's need for water. The Commission insists that a viable California water solution respects and protects the Delta's unique values.

GOALS:

- 1) Promote statewide water solutions that **reduce reliance on Delta water** supplies, **provide through-Delta water conveyance** to protect Delta water quality and water rights, and protect and enhance the Delta's natural resources, agriculture, adjacent urban areas and economies.
 - a) Create products (e.g. white papers, videos, brochures etc.) to educate the Legislature, opinion leaders and the public on the benefit of through-Delta conveyance on water quality, water rights, and regional ecosystem and economy.
 - b) Work with Delta-supportive interests to identify alternative solutions for water supply reliability in California
 - c) Analyze all proposals for addressing water supply reliability for compatibility with Delta values.
- 2) Increase Commission coordination to **advocate for legislation and funding** that protect the Delta's water resources.

SIDEBAR: Economic Sustainability Plan "Water is extremely valuable to all Californians. Adequate water supplies are critically important to agriculture and industry, and for urban health and resource protection. Northern California is a significant source of the state's water projects' exports, and this water moves through the Sacramento-San Joaquin Delta...Many programs and plans have been developed over the last 100 years to transport this water to agricultural and urban users in other parts of the state. All these programs and plans included elements to protect the riparian water rights of upstream rights holders and Delta water rights holders. These water rights are key to the longevity and vitality of Delta agriculture and the Delta region as a whole." (Economic Sustainability Plan, Chapter 4.5, pg. 55)

INITIATIVE 2: AGRICULTURE

The Delta Protection Commission works to conserve agricultural land and economically sustainable agricultural operations in the Delta.

GOALS:

- 1) **Protect and enhance long-term viability** of commercial agriculture.
 - a) Develop and adopt an Agricultural Sustainability Plan within two years.
 - b) Develop and implement Rural-Urban Connection Strategies (RUCS) for infrastructure that enhances the Delta agricultural economy.
 - i) Partner to acquire regional RUCS analysis funding (through 2015).
 - ii) Complete updating of RUCS data for Delta portions of Sacramento and Yolo counties (2016).
 - iii) Complete Delta portion of Contra Costa County RUCS project (2015).
 - iv) Disseminate RUCS project findings in support of advancing necessary agricultural support infrastructure (as available).
 - c) Research and evaluate options to provide adequate farm labor housing (2015).
- 2) **Protect agricultural lands from inappropriate development.**
 - a) Implement the Land Use Resource Management Plan (LURMP) (ongoing).
 - i) Encourage buffer zones on non-agricultural lands to reduce land use conflicts.
 - ii) Encourage good neighbor policies for lands converted to non-agricultural use (especially lands converted for habitat restoration)
 - iii) Encourage that unavoidable conversion of land to non-agricultural uses occurs first where productivity and agricultural values are lowest.
 - b) Evaluate and update the LURMP to address current conversion challenges in the Delta, including proposed industrial-scale alternative energy developments and large-scale habitat restoration (2016).
 - c) Advocate for the use of existing public lands and conservation-owned lands for habitat restoration and minimize the conversion of productive Delta agricultural land.
 - i) Encourage entities involved in Delta habitat restoration to inventory and map existing public land and conservation-owned land suitable for habitat conversion (2015).
 - d) Establish and implement Commission consultation process on Delta Conservancy restoration projects, as required by Proposition 1 (2015).
- 3) Support **wildlife-friendly farming** and **agriculture-friendly habitat restoration**.
 - a) Promote and disseminate the Department of Water Resources' "Good Neighbor" policies to Delta farms and environmental entities (2015).

- 1 b) Collaborate to develop, adopt and publish “best management practices” for ag-friendly
2 habitat restoration, based on outcomes of the Delta Working Landscapes project (2016).
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5 **SIDEBAR: Delta Protection Act.** “The delta is an agricultural region of great value to the state
6 and nation and the retention and continued cultivation and production of fertile peatlands and
7 prime soils are of significant value. The agricultural land of the delta, while adding greatly to the
8 economy of the state, also provides a significant value as open space and habitat for water fowl
9 using the Pacific Flyway, as well as other wildlife, and the continued dedication and retention of
10 that delta land in agricultural production contributes to the preservation and enhancement of
11 open space and habitat values.” (Public Resources Code 29703(a) and (b))

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INITIATIVE 3: LEVEES AND EMERGENCY RESPONSE

The Delta Protection Commission promotes the protection of life and property through the maintenance and improvement of Delta levees, and emergency preparedness and response.

GOALS:

- 1) Partner with local, State, and federal government to **improve emergency preparedness and response** to protect Delta communities, property, and infrastructure.
 - a) Advocate with Department of Water Resources to prioritize levee funding for minimum **PL 84-99 level of protection for Legacy Communities** (2015).
 - b) Support development of a **Delta-wide Unified Emergency Plan**.
 - i) Convene a Delta-wide forum to discuss a Unified Emergency Plan for the Delta (2015).
 - ii) Utilize this feedback to develop and encourage Counties to adopt a Unified Emergency Plan for the Delta (2016).
 - iii) Conduct outreach in all five Delta Counties to educate appropriate agencies on the Unified Emergency Plan (2017).
 - c) **Support Delta Reclamation Districts** in collaborative efforts (e.g. emergency preparedness and response, levee standards, regional funding, public education, communication) (2017).
- 2) Advocate for **reliable funding** for Delta levee maintenance and improvements.
 - a) Advocate for pro-Delta implementation of levee funding in Proposition 1(2015 and ongoing).
 - b) Develop and promote a levee funding strategy that incorporates private and public sources, including contributions from previous non-contributors (“beneficiaries pay”) (2016).
- 3) Advocate for **best management practices** and guidelines for Delta levee construction and maintenance.
 - a) Advocate for PL84-99 levee standard throughout the Delta.
 - b) Advocate for “ideal” levee management approach – for example, “fat” levees that are seismically stable, benefit habitat *and* provide benefits of through-Delta conveyance.

SIDEBAR: Delta Protection Act “The Legislature further finds and declares that the leveed islands and tracts of the delta and portions of its uplands are flood-prone areas of critical

- 1 statewide significance due to the public safety risks and the costs of public emergency
- 2 responses to floods, and that improvement and ongoing maintenance of the levee system is a
- 3 matter of continuing urgency to protect farmlands, population centers, the state's water
- 4 quality, and significant natural resource and habitat areas of the delta.” (Public Resources Code
- 5 29704)

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INITIATIVE 4: REGIONAL ECONOMY

The Delta Protection Commission promotes a robust regional economy that protects agriculture, natural resources and cultural values of the Delta.

GOALS:

- 1) Lead the **implementation of the Economic Sustainability Plan (ESP)**.
 - a) Convene and coordinate a working group to collaboratively implement recommendations of the ESP (2015).
 - b) Identify funding for update of ESP (2015).
 - c) Monitor, research and report on regional economic conditions (2016).
 - d) Update the ESP (2016).
- 2) Evaluate the **regional infrastructure** needs, and identify opportunities to maximize Delta regional benefits.
 - a) Develop an Inventory and Needs Assessment for the Legacy Communities focused on tourism and recreation (2017).
 - b) Synthesize with infrastructure needs (Agriculture Goal 1.b.) for agriculture (2017).
 - c) Disseminate results to local government (2018).
- 3) Facilitate regional economic development projects using **Delta Investment Fund**.
 - a) Develop a work plan for Delta Investment Fund spending and seek support for Delta investment Fund through State appropriations and other support (2015)

SIDEBAR: Economic Sustainability Plan “The Economic Sustainability Plan presents a positive view of the Delta’s economic future with strategies that are informed and realistic about the challenges it faces. Because of its lower cost and compatibility with Delta economic interests, the Economic Sustainability Plan is also a more feasible and realistic path to achieving the coequal goals than Delta plans that are built around large, isolated water conveyance facilities.” (Economic Sustainability Plan, Chapter 11.4, pg. 276)

INITIATIVE 5: DELTA HERITAGE

The Delta Protection Commission promotes and enhances the Delta's unique cultural and natural heritage.

GOALS:

- 1) Protect the Delta's **distinctive character** and **land uses** through implementation of the LURMP (ongoing).
- 2) Protect and promote the **cultural and historical resources** of the Delta.
 - a) Complete and maintain a cultural and historical resources inventory (2015 and update in 2020).
 - b) Facilitate recognition of a Delta Asian and Pacific Islander Heritage Corridor (2016).
 - c) Work with Congress and the National Park Service to establish a National Heritage Area in the Delta and complete an approved management plan (upon Congressional approval).
 - d) Advance recognition of themes identified in the National Heritage Area Feasibility Study and support implementation of associated projects (2018).
 - e) Plan and pursue funding for historic preservation efforts (ongoing).
- 3) Support local governments in preparing plans that emphasize the **vitality and preservation of Legacy Communities** (pilot effort through 2016).
- 4) Promote and enhance the Delta's heritage of **natural resources**, such as wildlife habitat, scenic value, soils and water.
 - a) Coordinate with the Delta Conservancy to complete a biological and ecological inventory (2015).
 - b) Facilitate habitat restoration and enhancement projects consistent with Delta values (ongoing).
 - c) Establish and implement Commission consultation process on Delta Conservancy restoration projects, as required by Proposition 1 (2015). (See also Initiative 2)

Sidebar:

"The first goal is to "identify the Delta as a region of national significance to educate the public about 'Delta as a Place', and build more support for preserving, protecting, and enhancing the Delta". Other goals are related to economic development, public access, historic preservation, interpretation, and more. Utilizing public input, five proposed themes have been developed which explain the Delta's national significance:

1. At the heart of California lies America's inland delta.
2. Conversion of the Delta from marshland to farmland was one of the largest reclamation projects in the United States.

- 1 3. Multi-cultural contributions and experiences have shaped the Delta's rural landscape.
- 2 4. The Delta, California's cornucopia, is amongst the most fertile agricultural regions in the world.
- 3 5. The Delta lies at the center of California's water resource challenges."
- 4 (National Heritage Area Feasibility Study, Executive Summary, pg. 4)
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INITIATIVE 6: RECREATION

The Delta Protection Commission is committed to national recognition of the Delta as a diverse, accessible, modern recreation destination.

GOALS:

- 1) Partner with local agencies/entities to **encourage increased recreation and tourism** in the Delta.
 - a) Complete Delta recreation facility inventory (2015).
 - b) Promote public-private partnerships and multiple-use of Delta lands for recreation.
 - i) Identify entities best positioned to make meaningful progress with Delta recreation and tourism (2016 and ongoing).
 - ii) Identify specific infrastructure needs to positively impact Delta recreation and tourism (2016 and ongoing).
 - iii) Identify and connect potential partners for funding, construction and improved operations of Delta recreation and tourism opportunities (2016 and ongoing).
 - c) Extend the Great California Delta Trail by continuing planning, support and collaboration efforts on all segments (ongoing).
 - d) Partner with Visit California to promote the Delta as a unique destination region within the California Central Valley to potential visitors in- and out-of-state and internationally (2015 through 2020).
- 2) Encourage **protection of private lands** from unauthorized recreational uses by promoting recreational opportunities on public lands and private recreation facilities (ongoing).
- 3) Promote and encourage **Delta-wide coordination** and collaboration on boating, boating safety, and related programs (ongoing).
 - a) Delta Waterways maintained clear of abandoned vessels (2020).
 - i) Work with State Parks Division of Boating & Waterways, US Coast Guard and other local agencies on an updated marine patrol strategy to remove abandoned vessels (ongoing).
 - ii) Work with State Lands Commission and Department of Motor Vehicles to improve title transfer procedures and develop incentives for non-abandonment (ongoing).

Sidebar:

From Senate Bill 1556 (Torlakson) "The Legislature declares its support for the creation of a Great California Delta Trail, linking the San Francisco Bay Trail system and the planned Sacramento River trails in Yolo and Sacramento Counties to the present and future trailways around the delta, including, but not limited to, the delta's shorelines in Contra Costa, San Joaquin, Solano, Sacramento, and Yolo Counties."

CAPACITY BUILDING INITIATIVES

NOTE: The following three Capacity-Building Initiatives will be further developed by staff and submitted to the Subcommittee for further evaluation over the coming month.

The Delta Protection Commission continually strives to adapt and grow in order to most effectively fulfill our Mission. In addition to the key program Initiative areas, we have established a complementary set of Initiatives planned to increase capacity to deliver superior service to Delta constituents and to the Delta region as a whole, as follows:

- The Commission will seek to educate a range of audiences on Delta issues and to clearly communicate relevant issues, activities, progress and results to stakeholders.
- The Commission will promote a culture of leadership and excellence among Commission members and staff, and
- The Commission will creatively address funding to increase the overall feasibility and sustainability of all of the Commission's Vision.

INITIATIVE 7: COMMUNICATION

The Delta Protection Commission is the voice of those who live, work and play in the Delta.

GOALS

- 1) Develop a Delta Protection Communication and Outreach Plan that covers all program areas with a clear and coordinated message.
 - a) Develop clear and consistent messaging for all Commission activities.
 - b) Identify target audiences for each programmatic initiative.
 - c) Determine the most effective outreach methods for each audience.
- 2) Implementation
- 3) Collaborate or partner with others where appropriate, e.g. Delta Awareness Campaign, economic sustainability projects, abandoned vessel abatement, etc.

INITIATIVE 8: COMMISSION LEADERSHIP AND DEVELOPMENT

The Delta Protection Commission strives to create effective and efficient leadership by developing and supporting expert Commission membership and talented support staff.

GOALS:

- 1) Support Commission membership to operate at their most effective level.
 - a) Develop and implement Commissioner Orientation program.
 - b) Ensure well-informed and prepared Commission members.
 - c) Maintain meeting attendance norms and processes.
- 2) Create Subcommittees for Commission Initiatives
 - a) Agriculture
 - b) Communications
 - c) Finance
 - d) Delta Heritage
- 3) Maintain a productive support staff
 - a) Maintain adequate staff for agency operations.
 - b) Annually review staffing needs, expertise and organizational capacity.
 - c) Develop an Implementation Plan, corresponding staff Work Plans, and Individual Development Plans.
 - d) Evaluate long-term needs for positions and levels of expertise.

INITIATIVE 9: FUNDING

The Delta Protection Commission seeks to fully develop available funding sources for the benefit of the Delta.

GOALS:

- 1) Increase funding for Commission priorities by pursuing grants, partnerships and budget change proposals.
- 2) Continue to maximize operational efficiency.
- 3) Seek funding for Delta Investment Fund.
 - a) Explore feasibility of a Delta License Plate to benefit Delta Investment Fund (2015).
 - b) Assist the interested Delta public to create fundraising to benefit Delta Investment Fund (2015 and ongoing).
 - i) Explore entities such as In Our Back Yard (IOBY) and Kickstarter to help crowd-source funds for Delta community investments (2015).